

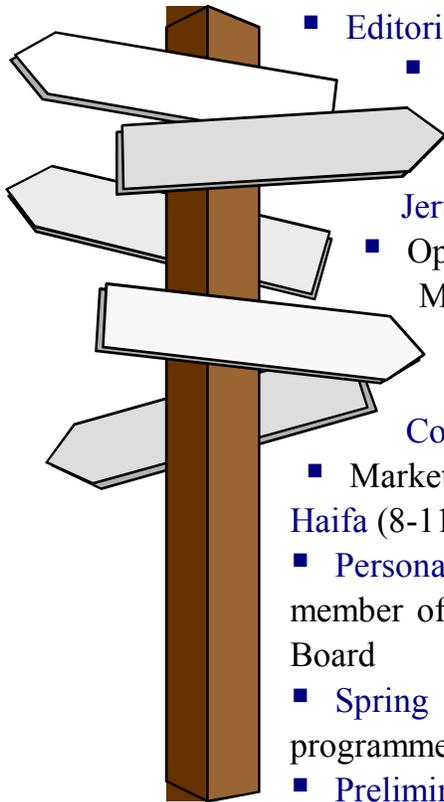


Management & Marketing Section

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M&M Newsletter

N°8, January 2001



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EDITORIAL

Dear Members of the M&M Section,

A new year is beginning and again we will need your help to make this Section of IFLA as dynamic as possible ! I am more and more convinced that IFLA and libraries around the world need a strong contribution from our Section: good management and efficient marketing are indeed essential elements for the success of libraries. And society needs successful libraries to fight the digital divide ! Because you are all convinced I am sure, as we have always said, that libraries are the doorway to democracy.

A first and easy step to help our Section would be to visit our web site regularly (<http://ifla.org/VII/s34/somm.htm>) to know more about our activities. This year will be full of interesting programs, and in visiting our site you will learn quickly what's going on. And why not select our web page as the default starting page of your browser ? By doing this you will be informed automatically (and our statistics will increase, which is not bad at all). Do it right now: go to the options menu of your favourite browser and paste our address as the starting page !

In this issue you will also learn more about these activities of our Section. First I would like to invite all the Members to attend our Standing Committee mid-year meeting in Vienna on April 28 and 29. Maria Seissl and her colleagues will host this meeting where we will discuss our activities for the next years: we welcome all ideas and inputs to make sure our programs are responding to the needs of our members and of all libraries in general.

The highlight of this year will be in August, with the IFLA general conference in Boston. Again our Section will offer very interesting programs together with different partners, including a workshop on marketing of national libraries and a session on knowledge management.

But I would like to stress here the importance of the satellite meeting organised for the first time by our Section outside the country where the general conference is held. From August 14 to 16 the pre-conference on "Education and research for marketing and quality management in libraries" will take place in Québec City (Canada). More that 25 speakers from all over the world will present very interesting papers about the situation of marketing and quality management in various countries. Opportunities will also be given to participants to discuss the results and to propose actions for the Section as well as for schools of library and information science in order to improve the marketing and quality management of libraries around the world.

This conference will be fully bilingual (English and French) with simultaneous translation of all the communications. All the papers will also be distributed to the participants. Moreover, participants will be able to enjoy the beautiful city of Québec, one of the oldest cities in North America, a site protected by UNESCO's World Heritage Committee, famous for its "Château Frontenac" overlooking the Saint-Lawrence River on the magnificent "Cap Diamant". See inside this issue for the preliminary program.

I wish you all a very good year 2001, and I hope to see you soon, either in Vienna, Québec or Boston !

Réjean Savard, Chair
Management and Marketing Section

IFLA SECTION ON MANAGEMENT AND MARKETING ANNUAL REPORT

✓ **SCOPE STATEMENT**

The Section on Management and Marketing has an enabling role for the study of management and marketing issues within library services and systems. It collaborates with other IFLA Sections in applying management and marketing theory and practice to specific types of services and operations throughout the world. A particular concern is to identify emerging theories and practices which may impinge on libraries, and to ensure that managers are made aware of these developments in order to anticipate change, and promote best practice. The Section works with educators and trainers to promote the inclusion of management and marketing studies in the curricula, especially in developing countries. Its activities bring together practitioners, educators and researchers in the fields of management and marketing to exchange ideas, knowledge and experience.

✓ **MEMBERSHIP**

The Section has a membership of 133 as of the end of the year.

✓ **OFFICERS**

Officers elected in IFLA Bangkok are:

Chair - Dr. Réjean Savard, Université de Montréal, Canada

Secretary/Treasurer - Christina Tovoté, Malmö University, Sweden

Information Co-ordinator - Dr. Marielle de Miribel, Université Paris X, Nanterre, France

✓ **STRUCTURE**

The Friends and Advocates of Libraries Discussion Group and The Discussion Group on Marketing Academic Libraries are linked with the section.

✓ **MID-YEAR MEETING IN PARIS MARCH 21-22**

The first mid-year meeting of the section took place in Paris in March. Thanks to the great work of the SC member Thierry Giappiconi and to our sponsors Mediadoc, Best-Seller OPSYS and Decitre, the days in Paris were both very enjoyable and contained necessary and fruitful discussions. Twelve members of the SC participated. The meeting started in the Public Library of Fresnes, where Thierry Giapiconi is the director. This library has a very interesting approach to co-operation with the society around compared to other French public libraries and Thierry gave a presentation of library management options and lead the group on a tour of the library before the formal meeting. The day after the SC meeting was held at the new National Library, Bibliothèque National de France and a presentation and a tour of the library was offered in the afternoon. On the last day we had a tour of the newly re-opened Bibliothèque Publique d' Information at the Centre Georges-Pompidou, Beaubourg together with the IFLA Section on Public Libraries, which also had a mid-year meeting at the same time in Paris. The SC discussions concerned programme for Jerusalem, future programmes, projects, an international marketing award etc. Three working groups were formed: A marketing award group, an editorial group and an on-line marketing course group.

✓ **PRE-CONFERENCE IN HAÏFA AUGUST 8-11**

The Section held a pre-seminar similar to the one in Bangkok 1999 in Haïfa 8-11 August in co-operation with the library of Haïfa University. Prof. Shmuel Sever and the staff of the university library were the hosts and did a wonderful job helping with all the practical things. Prof. Sever and his wife Irene also showed great hospitality to by inviting the whole group of 32 people to their home for a typical Israeli dinner.

The programme of the pre-conference consisted of presentations and group discussions as well as practises of different marketing topics. The speakers were:

Réjean Savard, Canada and Christie Koontz, USA: Marketing Basics, Marketing Communications and Research

Christina Tovoté, Sweden: Marketing through User Education

Marielle de Miribel, France: Library cards and image

Tom Wilding, USA: Promotion and Fundrasing

Anne-Hélène Rigogne, France: Exhibitions

Claude Fournier, Canada: The www as a Distribution Tool

Don Leslie, 3M Corporation, USA: Self-checkout Machines

and Sheila Webber, UK: Priced Information Services



The whole seminar was a great success and by the help of Danida grants there were participants from 14 different countries.¹

✓ **MEETINGS AT IFLA 2000 JERUSALEM**

Friends and Advocates of Libraries Discussion Group

50-60 persons attended the meeting. It was very informal and it showed a great difference between the countries. It was a good discussion and this group is planning a discussion list.

Discussion group on Marketing Academic Libraries

There were 120 attendants. The discussion focused on marketing planning with the help of three speakers. This group has a discussion list going with the address: MARKET@INFOSERV.NLC-BNC.CA

✓ **OPEN SESSION ONE AND TWO**

The two main themes of the open sessions were: Building Change Management and Marketing Skills for the Information Age and Changing Patterns of Library Work for Today and Tomorrow. Tatiana Ershova was the organizer and coordinator of this whole day open session, in which three IFLA sections co-operated: The Section on Social Science Libraries, The Section on Information Technology and The Section on Management and Marketing. 300 - 350 attendants were counted. It differed a bit during the day because people came and stayed just for a while. The first part was more theoretical and the second more specific, technical and regional. Speakers were:

T. Ershova, Russia: Library's Changing Role in an Information Society

J. Akeroyd, UK: Managing the Change from Traditional Library to Electronic Library

L. Feria, Mexico: Switching Weaknesses into Strengths

¹ Picture : dinner party at Sever's flat, in Haïfa

Shanong Tang, China: Knowledge Management in Libraries of the 21st Century
V. Chachra, USA: Library Management with New Technologies
K. Sharp, UK: Internet Librarianship
R. Jantz, USA: Technological Discontinuities in the Library
C. Koontz, USA: Geographic Information Systems for Library Market Analysis

✓ **WORKSHOP ON "USING STATISTICS TO MARKET YOUR LIBRARY" SPONSORED JOINTLY BY STATISTICS AND THE SECTION ON MANAGEMENT AND MARKETING**

The theme of this workshop was Using Library Statistics to Better Manage and Market Your Library. 60-70 attendants were reported. Christie Koontz, Florida State University, moderated the workshop, which included four presentations and a discussion period:

John Sumsion spoke on "The Potential for Library Statistics to Improve the Marketing of Your Library."

Thierry Giappiconi spoke on "From Outputs to Outcomes to IMPACT".

Evelyn Daniel, presented a paper prepared by Yan Liu, University of Wisconsin, Milwaukee, WI, USA on "Library Statistics in China and the U.S."

Christie Koontz discussed the utility of GIS (Geographic Information System) software for communicating what the library does and who its users are in a graphical database.

✓ **MEETINGS OF THE SC**

Two meetings were held in Jerusalem which discussed matters including projects and programmes for IFLA 2001-01-25. Next Mid-Year meeting was decided to be held in Vienna after an invitation from the SC member Maria Seissl and a voting procedure.

✓ **PROJECTS**

Change Management. A Selective Bibliography by Dr. Claudia Lux was distributed during the meetings in Jerusalem.

Developing librarians as managers

This project, led by former secretary Patricia Layzell Ward and chair Michael Koenig, had its origins in a conference organised by the IFLA Section on Education and Training in 1984 which discussed questions of common interest in the teaching of management to archivists, information scientists and librarians. At this time the Round Table on Management had not been established, but with the emergence of the Section on Management and Marketing came renewed interest in the development of the skills of management and marketing by the profession.

The aim is to:

Gather information concerning the teaching of management, marketing and statistics in first qualification ILS courses.

The original intention of taking a sample of 40 ILS schools has changed to encompass a larger number of schools by checking websites for basic information. The final number which will yield information, depends on translation work that is now in progress.

Education and research for marketing and quality management in libraries

This is the section's pre-IFLA Satellite meeting project to be held August 15-16 2001 in Québec City before IFLA '01 Boston. Subthemes of the meeting will be:

- Education in marketing for libraries (course content, pedagogical methods, teaching different aspects of marketing applied to libraries and information services (marketing research, strategy, communications, etc.)
- Education in quality management for libraries (course content, pedagogical methods, teaching different aspects of quality management as applied to libraries and information services)
- Research needs and research done in marketing and quality management for libraries and other information services

Partners:

- Université de Montréal - École de bibliothéconomie et des sciences de l'information
- IFLA Management and marketing Section
- IFLA Education and training Section

Workshop for African libraries

A proposal to organize a marketing workshop for African Librarians was made by Yawo Assigbley. He proposed to organize it during an important conference to be held in Accra (Ghana) in March 2001. It could be held in French and in English.

Marketing award

The SC members John W Berry and Alice Calabrese are working on this project together with a working group on the model of the American John Cotton Dana Library Public Relations Award. It will be an international award to be distributed and celebrated in future IFLA conferences.

Financial matters

The section received money from the CB and the PB for the two larger projects Librarians as Managers and the Pre-seminar in Québec. The balance at the end of the year was 1.350 NLG, which formed the amount of the administrative money. A couple of late invoices changed the balance to become a minor deficit.

ANNEXE TO ANNUAL REPORT 2000 OF THE SECTION ON MANAGEMENT AND MARKETING

IFLA SECTION ON MANAGEMENT AND MARKETING MEDIUM TERM PROGRAMME

✓ **SCOPE NOTE**

The Section on Management and Marketing has an enabling role for the study of management and marketing issues within library services and systems. It collaborates with other IFLA Sections in applying management and marketing theory and practice to specific types of services and operations throughout the world. A particular concern is to identify emerging theories and practices which may impinge on libraries, and to ensure that managers are made aware of these developments in order to anticipate change, and promote best practice. The Section works with educators and trainers to promote the inclusion of management and marketing studies in the curricula, especially in developing countries. Its activities bring together practitioners, educators and researchers in the fields of management and marketing to exchange ideas, knowledge and experience.

✓ **GOALS 1998-2001**

The goals are to:

1) provide firm foundation for the Section within IFLA

Membership in 2000: 133

Organization of mid-year meetings for the SC: 2000: Paris; 2001: Vienna

2) facilitate the application of management and marketing theory and best practice, working strategically with other bodies having similar interests within and without IFLA

Workshops and joint projects with many other sections within IFLA on topics of marketing, change management, knowledge management, etc.

The tradition of Pre-conferences before the annual conferences: workshop in Haïfa (Israel) in 2000; scientific colloquium in Québec City, Canada (2001).

Proposition to hold a workshop on marketing in Africa for African colleagues

3) illuminate new research and identify general trends in management and marketing

Publication of the Copenhagen workshop on marketing (IFLA-KG Saur 2001)

4) disseminate information about trends in research and practice

Open sessions during each IFLA Conference

5) assist educators and trainers with the development of appropriate curricula

The two big projects Librarians as Managers and the Satellite Pre-Conference in Québec

MINUTES FROM THE TWO SC MEETINGS
IN IFLA JERUSALEM 2000



Picture 1 : 2nd SC meeting in Jerusalem

⊙ *All the pictures below show the good atmosphere which makes the section living : we had a dinner party, members of the section and friends in a restaurant in Jerusalem.*

✓ **SC I 12.08.00**

Present : Réjean Savard, Christina Tovoté, Marielle de Miribel, Tatiana, Ershova, Angels Massisimo, Claudia Lux, Alice Calabrese, John W Berry, Natalia Santucci, Sissel Nilsen, Tom Wilding, Perry Moree, Christie Koontz, Thierry Giapiconi, Michael Koenig, Maria Seissl, Lourdes Feria, Peter Hegedüs,

Observers : Laurence Fioux, France, Gloria Dienerman, USA, Adebola Akinlolu, Nigeria, Paulina Kwafoa, Ghana, Marianne Julin, Norway, KC Ganguby, India, Mary M Carr, USA, Fransie Terblanche, South Africa, Daisy McAdam, Switzerland, Sheila Webber, UK, Sabelo Mapasure, South Africa, Batlang Serema, Botswana, Douglas Newcomb, USA, Thereza Richards Jamaica, Daniel Ruheni, Kenya

1) Confirmation of the agenda

2) Apologies for absence.

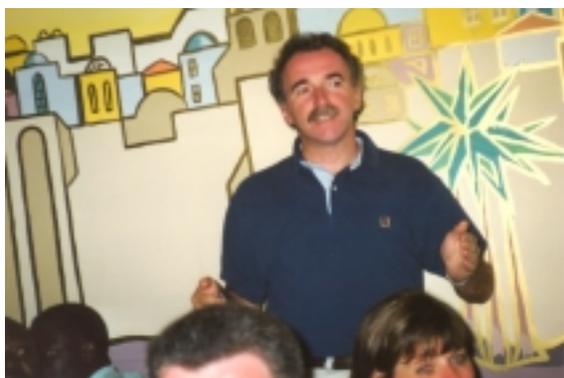
Pat Layzell Ward had sent her apologies, which were read by Christina

3) Minutes from the EB and PB meetings in the Hague March -00.

Christina read the minutes. Claudia mentioned the quality of papers discussion in the EB. Sissel said that it is very important that all the SC:s discuss this. This discussion was postponed to the last SC. Claudia shortly presented the issue.

4) The 1st Midyear meeting of the SC in Paris in March. Réjean reported from the meeting. Alice said that it was really useful considering all the different projects in our section. Sissel remarked that we must decide the date earlier and concentrate the meeting to a weekend.

5) Report from the Chair. Réjean mentioned the publication from the Copenhagen session edited in the IFLA series. It is promoted in the catalogue this year. Réjean also reported that



he has worked a lot on the Haifa pre-seminar. It is difficult to organise a workshop from a distance and there were a lot of problems with the Haifa University. Réjean also mentioned the pre-conference in Québec, which will be much easier for him to administrate.

6) Report on the workshop in Haifa.

Christie made a short report of the successful pre-seminar/workshop. The participation of the Danida grantees made it very useful and exciting and the exchange between all the different countries was excellent. Daniel Ruheni from Kenya confirmed that it was a



wonderful experience and that he looks forward to the next opportunity.

7) Events in Jerusalem.

Marielle reminded us of all the events during the week. Christie talked about the last minute changes in the workshop joint with Statistics. Tatiana presented the open session and some minor changes. She urged the leaders of the three sections to come to the session early. She also mentioned the translations, of which there are only two of the papers in Russian but all in German, French and Spanish.

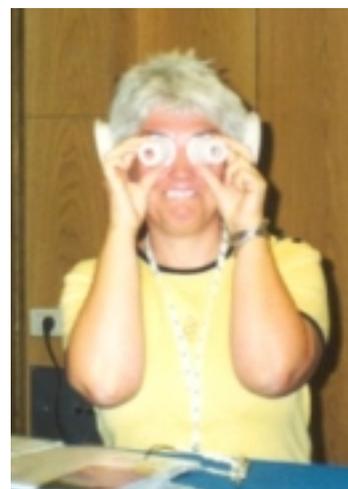
8) Financial report.

Christina reported that there seems to be a deficit of 2000 NLG in the section account. She will sort this out during the week with the HQ and Josche Neven.

9) Reports from the working groups formed in Paris.

One *editorial group* was formed lead by Marielle.

A *marketing award group* has started with John and Alice as "convenors". They have been discussing a model and it is now a question of "logistics" since there will be a mix of countries. We have to think of



application matters. They want help and input from our different countries' experiences. Sheila said that in the UK they have an award for best performance sponsored by MCB. Sissel and Christina mentioned the Norwegian and Swedish "Library of the year" award and the Marketing award in the name of Greta Renborg. Question: should we ask the national associations to nominate? Or the IFLA sections? The latter will be more IFLA oriented of course. A brainstorm concerning these issues is needed. That will be something for the next midyear meeting. This will really be a good way of promoting good marketing. An *on-line marketing course* group was also formed in Paris under the supervision of Alice. We need a sponsor for this since she mentioned the prize of 15 to 17 000 dollars. There are credit courses already on the net now so we must discuss the credit issue. Alica has a course going in her library. Réjean said that this is all very interesting for his institution and Christie is also working on one such course at home. Réjean suggested that it is a case for our section to link all these courses. Sheila mentioned WebCT, which she is using. We suggested that we make workshops in Africa on this subject since it is really interesting for the developing countries. Réjean will talk to Yawo and Danida etc about it.



10) The discussion groups.

Tom reported on the list of the DG of marketing academic libraries. There are around 200 participants but the list is very quiet so far!

The Friends and Advocates group will have a meeting on Sunday and Christie will talk

about performance measures. Sisses remarked that this group can continue till the new IFLA statutes are taken.



11) New projects.

Decisions will be taken during the SC II meeting.

12) Programmes for Boston and Glasgow.

Management joint with Social Science Section in Boston.

The workshop there will be on marketing national libraries joint with their section, which, according to Sissel has been discussed for many years now and they are very eager to finally do it. Sissel will be in charge of a half day workshop on how to start marketing, how to approach politicians, cultural programmes, media, researchers versus general public etc.

There were other suggestions for Boston but we decided to postpone the marketing of the Associations to Glasgow. Angels will start to discuss this with the RT on Library Associations.

The issue of Human resource management raised by Tom in Paris, which is a really wide topic, might be held as a second session in Boston or also be postponed to Glasgow. A working group ought to be formed during the week.

Christie suggested we take the golden opportunity of being in Boston to learn from the excellent ALA promotion.

Sheila suggested a pre-conference in the University of Glasgow and Christie volunteered to help with the planning.

13) New projects.

Claudias selected bibliography of Change Management was distributed. If anybody wants more copies, please send a mail to Christina Tovoté!

14) Other business:

The section's informal dinner during the week was decided for Thursday night at 8 PM.

John presented a campaign which will start next year and go on for five years in American libraries.

The section time in the IFLA booth was scheduled at Wednesday 1 to 2 PM.

Tatiana mentioned a conference in Moscow "Managing the Digital Future".



✓ SC II 18.08.00

Present : Réjean Savard, Christina Tovoté, Marielle de Miribel, John W Berry, Alice Calabrese, Tatiana Ershova, Sissel Nilsen, Natalia Santucci, Maria Seissl, Perry Moree, Peter Hegedüs, Lourdes Feria, Angels Massisimo, Mike Koenig, Christine Koontz, Thierry Giapiconi, Tom Wilding, Yawo Assigbley

Observers : Daisy McAdam, Switzerland, Laurence Fioux, France, Cora Gravesteijn, Netherlands, Thera Idema, Netherlands, Thereza Richards, Jamaica, Anne Abdrahamane, Mali, John Mullens, USA, Sue Martin, USA, Thais Pinto, Ecuador, Daniel Ruheni, Kenya, Sueli Ferreira, Brazil, Christian Lupovici, France, Marianne Julin, Norway, Fransie Terblance, South Africa, Kama Urmurzina, Kazakhstan, Olga Kvochkina, Kazakhstan, Gulnar Mukhambetova, Kazakhstan, Batlang Comma Serema, Botswana, Päivi Kytömäki, Finland, Donald Leslie, USA, John Hammann, USA

1) Confirmation of the agenda

2) Apologies for absence.

Claudia Lux was not able to attend and sent her apologies

3) Minutes of SC I

will be sent by Christina after the conference

4) Report from the Chair

No special report. It will come up during the meeting.

5) Report on the meetings held in Jerusalem.

Tom reported from the meeting of the DG on Marketing Academic Libraries. There were 120 attendants and three main topics. Tom will put summaries in the discussion list. There was a satisfaction with the format. Tom also wants input from the rest of us in the list. Sue Martin made a short report from the meeting of the DG on Friends and Advocates. 50-60 persons attended the meeting. It was very informal and it showed a great difference between the countries. It was a good discussion and this group is also planning a discussion list, maybe within ALA. A more detailed report will be made for the Newsletter.

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cette image.

Open session one and two: Building Change Management and Marketing Skills for the Information Age and Changing Patterns of Library Work for Today and Tomorrow:

Tatiana reported: 300 - 350 attendants. The first part was more theoretical and the second more specific, technical and regional. Discussion is always a problem in an open session. It is important to keep to these topics, change management and knowledge management in the future of our section. There was very bad translation and technical assistance in the big session hall. (Sissel remarked that there is always this big room if you ask for simultaneous translation.) The chair has to interrupt and manage the discussion all the time in this kind of room. Speakers who speak too fast is a problem. We want young speakers and they are not so experienced in speaking. Peter suggested we have an own team of interpreters who know the topics and the papers beforehand. Thierry said that the papers can be published in the national library magazines so the written translation is no problem. He also said that speakers should not use two languages, one spoken and one in the PP presentations.

Workshop: Using Library Statistics to Better Manage and Market Your Library:

Christie reported 60 - 70 attendants and there were a lot of changes in the list of speakers. She will send a full report to the Newsletter.

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Photo - JPEG sont requis pour visualiser
cette image.

Mike said that there are 8-9 persons planning the session in Boston on Knowledge Management and that there will be a listserv on that topic too.

6) Boston, Glasgow and the future:

Réjean summed up the satellite meeting in Montréal, Mike the open session with the well known speaker Prusack on Knowledge Management and with emphasis on non-profit organizations and Sissel the workshop joint with

the National Libraries Section. She wants us to think of a catchy title. She said that a minister from Scotland might come over.

Tom talked about the Human resource management session in Glasgow. Change with focus on staff will be the main issue there. This fits with IFLA's preferences not to rush and fix the papers two years in advance.

Thierry talked about young manager's new skills. He also said that there could be a survey in France to indicate what kind of performance indicators that are relevant for

the politicians. Tatiana suggested that this be a project instead of a session or workshop. It could be published on the web. A very long discussion went on which probably might appear in parts in the Newsletter.

Somebody said that we have to make the developing countries to do something in these two conferences in our section.

John told us about a very exciting matter for our section: The Okinawa



charter and The Digital Divide which also is mentioned by Christine Déchamps in the Closing Session speech. Our section might have a significant role in this campaign: Bridge the digital divide at the library. John will write more about this in the Newsletter too.

7) Our **midyear meeting** next time will be held in **Vienna** after an invitation from Maria Seissl and a voting between that city and Accra, Rome and Guadeloupe. It will take place in March next year, preliminary around the second or third weekend.

Yawo had invited us to a conference on marketing in Accra, Ghana the first week in March and he expressed the hope that some of us can attend even if the midyear meeting not will be held in West Africa. 100 attendants are expected. We might ask for travel money and make this a project. Réjean and Christina were asked to do this at the Division meeting.

8) **Glasgow:**

Sheila, who was not present, invites us to have a pre-conference in the UK and Tom suggested we make this a really practical one where attendants bring their own websites and we talk about the web as a marketing tool.. We might also have a workshop, which follows up the more practical pre-conference more theoretically.



Human resource management was confirmed to be the session theme.

9) Christina made a **short economic report** and said that there had been a misunderstanding. The section has to ask for the large PB money:

Income:

Admin money	1.350 NLG
Librarians as Managers project (CB)	2.000 NLG
Education and Research project (PB)	2.000 NLG
Total income	5.350 NLG

Expenditure:

Librarians as Managers	2.000 NLG
Education and Research	2.000 NLG

Balance: 1.350 NLG

10) John reported on the discussions about the **marketing award** during the week. 3M will almost certainly be our sponsors. John, Alice, Tom, Christina, Réjean and Yawo will make a working group. It will be launched in Boston and the first deadline will be in March 2002. That year's midyear meeting will probably be the first jury and the first award will be given in Glasgow.

11) The SCII was finished by a short discussion about the **PB papers from the SCI..**

✓ **OPEN SESSION ONE: "BUILDING CHANGE MANAGEMENT AND MARKETING SKILLS FOR THE INFORMATION AGE" M&M JOINT WITH IT AND SSL.**

1. *Information Ecologies: Library's Changing Role in an Information Society*

Edward J. Valauskas, Chief Editor of the "First Monday", Journal on the Internet

2. *Migrating from the Library of Today to the Library of Tomorrow: Re- or Evolution ?*

Tatiana Ershova, Yuri Hohlov, Institute of the Information Society, Russia

3. *The Management of Change in Electronic Libraries*

John Akeroyd, Learning and Information Services, South Bank University, UK

4. *ICT and Marketing Challenges in Latin American Libraries*

Lourdes Feria, University of Colima, Library and IT Division, Mexico

5. *Knowledge Management in Libraries in the 21st Century*

Tang Shanhong, Chinese Defense Science and Technology Information Center Library)

Discussion

✓ **OPEN SESSION TWO: "CHANGING PATTERNS OF LIBRARY WORK FOR TODAY AND TOMORROW" SSL JOINT WITH M&M AND IT**

1. *Library Management with New Technologies*

V. Chachra, President of the VTLS.

2. *Internet Librarianship: Traditional Roles in a New Environment*

K. Sharp, Institute for Learning and Research Technology, University of Bristol, UK

3. *Technological Discontinuities in the Library: Digital projects that Illustrate new opportunities for the Librarian and Library*

R. Jantz, Social Sciences Data Department, Alexander Library, Rutgers University, New Brunswick, NJ, USA)

4. *Libraries and librarians in India on the Threshold of the 3rd Millennium: Challenges and Risks*

K. Dasgupta, Central Secretariat Library, President of the Indian Library Association ILA, New Delhi, India

5. *Geographic Information Systems for Library Market Analysis. Personal Digital Data Collectors for Collecting In-Library Use*

Dr. Ch. Koontz, D. Jue, Florida State University, USA).

Discussion.

CONCEPTS ET SYMBOLES DERRIERE UN LOGO :
LE LOGO DU 66^E CONGRES DE L'IFLA A JERUSALEM
AOUT 2000



Le logo du 66^e congrès de l'IFLA à Jérusalem est, selon l'avis autorisé du comité d'organisation du congrès, la synthèse de trois éléments symboliques : le chofar, ou corne de bélier, la ménorah, ou chandelier à sept branches, et les créneaux de la vieille ville de Jérusalem. La couleur bleue est celle du drapeau national.

Voici quelques explications sur le chofar et la ménorah :

✓ **LE CHOFAR (CORNE DE BELIER)**

Le chofar est un instrument à vent « naturel » propre à émettre certains sons précis, et dans lequel on sonne durant les jours de fête consacrés à la pénitence, au repentir, et au pardon. Il est mentionné pour la première fois au cours du récit de la Révélation du Mont Sināï (Ex 19, 16-19). La sonnerie du chofar est également associée à la proclamation de l'année du jubilé, aux déclarations de guerre, ou encore à l'avènement d'un nouveau roi ; elle intervient également dans le service du Temple. C'est la sonnerie du chofar qui annonce, enfin, l'entrée du chabbat.

Depuis la destruction du temple, le chofar est, dans l'ensemble des communautés de la Diaspora, associé au jour de Roch ha-chanah (Nouvel An), que le Pentateuque désigne entre autres sous le nom de « Jour de sonnerie du chofar ». La Michnah précise que la corne de tout animal, propre à la consommation selon les règles de la cacherout, peut-être utilisé à cette fin (corne de mouton, bouc, antilope ou gazelle), à l'exclusion de celles des bœufs et du gros bétail, qui viendrait rappeler le péché du Veau d'or. toutefois, en souvenir de la aqédah (la « ligature d'Isaac »), dont le récit est précisément fait le second jour de Roch ha-chanah, il est généralement fait usage d'une corne de bélier.

La coutume veut que l'on sonne du chofar à la fin de l'office du matin durant tout le mois d'Éloul, sauf la veille de Roch ha-chanah. La sonnerie intervient principalement pendant les deux jours de Roch ha-chanah et en conclusion de l'office final du jour de Kippour, marquant ainsi la fin du jeûne. Les sons extraits de la corne, le jour de Roch ha-chanah sont au nombre de cent pour l'ensemble des sonneries prescrites.

Extrait de l'article « Chofar », in *Dictionnaire encyclopédique du judaïsme*, Ed. du Cerf, 1992.

✓ **LA MENORAH (CHANDELIER A SEPT BRANCHES)**

La ménorah est un chandelier, le plus souvent à sept branches, comme celui du Sanctuaire du Temple, qui devient le principal symbole juif. Il est décrit pour la première fois dans l'Exode (25, 31-38) où D. donne à Moïse des instructions détaillées pour sa fabrication : « tu feras aussi un candélabre d'or pur, le candélabre sera en or massif, de même que sa tige et sa branche. Ses calices, ses corolles et ses fleurs feront corps avec lui. Six branches sortiront de ses côtés, trois branches du candélabre d'un côté ; et trois branches du candélabre d'un deuxième côté... ». Après la conquête romaine et la destruction de Jérusalem en 70 è.c., toutes les traces de la ménorah disparaissent. Les Romains l'exhibèrent à Rome, lors de leur défilé triomphal, comme on peut le voir encore aujourd'hui sur les bas-reliefs de l'arc de Titus décrivant la scène. Le sort de la ménorah saisie par les Romains a été l'objet de légendes nombreuses.

La ménorah est devenue un motif central dans la conscience du peuple juif. Déjà dans l'Antiquité, elle était communément utilisée comme emblème. Les restes mis au jour par les archéologues ont montré qu'elle servait de motif décoratif sur des sols en mosaïque, des murs, des des linteaux de porte, et les décors en croisillons des synagogues.

Après la création de l'État d'Israël, on choisit pour emblème de la nation une ménorah à sept branches dont le dessin correspond à celui gravé sur l'arc de Titus à Rome ; Ce choix, malgré le grand nombre d'autres formes révélées par les découvertes archéologiques, exprime le désir de présenter la renaissance nationale comme l'antithèse du passé, de la destruction et de l'exil.

Extrait de l'article « Ménorah », in *Dictionnaire encyclopédique du judaïsme*, Ed. du Cerf, 1992.

MARKETING ET COMMUNICATION POUR LES BIBLIOTHEQUES

ATELIER DE HAIFA (8-11 AOUT 2000)

Cet atelier a été organisé par la section Marketing et Management de l'Ifla, et plus particulièrement par Réjean Savard son président, par ailleurs enseignant à l'EBSI (École de Bibliothéconomie et des Sciences de l'information) de l'Université de Montréal.

Recueillir des données (existantes, enquêtes), définir des publics -cible, utiliser le « marketing mix » avec ses cinq éléments : les services offerts, le prix, la localisation, la promotion et le personnel, évaluer sa démarche marketing, autant d'éléments de méthodologie qui ont été explicités.



Participants : 22 stagiaires et 9 intervenants de nombreux pays : Afrique du Sud, Angleterre, Bénin, Botswana, Brésil, Equateur, Espagne, France, Ghana, Hollande, Indonésie, Italie, Kenya, Népal, Québec, Sénégal, Suède, Suisse, Thaïlande, USA.

L'atelier s'est déroulé sur trois journées. Cet atelier traitait plus particulièrement du marketing et de la communication des bibliothèques nationales, universitaires ou spécialisées.

Des cours magistraux ont permis de présenter les principes de base du **marketing**.

Qu'est ce que le marketing appliqué aux bibliothèques ? Il s'agit de montrer que les services doivent être conçus en direction de l'utilisateur : identifier ses besoins, élaborer des stratégies pour les satisfaire, clarifier ce que l'on fait, pour qui on le fait, et pourquoi on le fait.

Les bibliothèques doivent définir clairement leurs missions. Les réponses dépendent des caractéristiques de leurs usagers, de l'analyse des forces, faiblesses, des opportunités, et des menaces concernant leurs collections, leurs infrastructures, leur personnel et leur image. Des exemples d'énoncés de mission ont été présentés que ce soit pour des bibliothèques nationales ou universitaires.

La **communication marketing** est un élément important du marketing et comprend différents éléments : la publicité bien sûr, mais aussi les relations publiques avec les médias, les mécènes, les élus, le public, le marketing direct par mailing, la promotion des services existants.

Du rapport annuel qui doit être explicite et concis, à la semaine d'amnésie (médiatisée) pour les retours de documents (plus agréable qu'une amende et plus efficace pour récupérer les documents non restitués !) des exemples variés de promotion nous ont été montrés. Par exemple, quand le maire de Denver participe à l'heure du conte à la bibliothèque municipale, les journalistes sont là également.

L'American Library Association n'hésite pas à utiliser des vedettes (stars !) pour vanter l'utilisation des bibliothèques. Les campagnes faites par les bibliothèques suédoises, sont également assez convaincantes, et pleines d'humour.

Le service auprès des usagers est un élément de communication évident. Sheila Webber de l'université de Sheffield en a présenté les aspects du point de vue du marketing. L'utilisateur est un client ce qui implique un échange. Sa satisfaction se mesure par le service rendu comparé à son attente. Les bibliothèques doivent se donner les moyens de bien connaître ces attentes et de donner la bonne réponse. Le service rendu ne peut être simplement un accueil agréable du lecteur. La difficulté de définir les services est illustrée par les enquêtes. Par exemple : pour les étudiants du Queensland les attentes sont pour les quatre premières : une collection adéquate, une accessibilité aux documents, un catalogue commode, des heures d'ouvertures fonctionnelles, etc... Les points forts de l'existant sont l'accueil équitable du

personnel, la propreté de la bibliothèque, le professionnalisme du personnel, la gentillesse.

Les activités de service sont mal aisément mesurables, variables, surtout car production et consommation du produit sont confondues. Le personnel doit être évidemment partie prenante de la démarche, qui doit s'appuyer sur une méthodologie précise, sur les expériences professionnelles connues.

La formation des utilisateurs fait également partie de la communication marketing, et en Suède la priorité est donnée à une approche pédagogique de la bibliothèque. Un travail suivi avec les enseignants, des cours d'initiation à la bibliothèque, un guide de la bibliothèque sur Internet font partie du quotidien. Mais à l'université de Malmö présentée par Christina Tovoté, le directeur de la bibliothèque est également directeur de l'université de nouvelle technologie, les bibliothécaires participent à l'évaluation des étudiants. Les usagers ou clients de la bibliothèques sont soit des nouveaux étudiants, soit des personnes qui reviennent en formation à l'université, ou qui suivent un enseignement à distance et les bibliothécaires suivent par leur offre ces évolutions.

Durant l'atelier, l'accent a été mis sur les présentations d'expériences du terrain : campagnes de promotion publicitaires, présentation d'exemples de cartes de lecteurs, de logos, expériences de partenariat, promotion par les expositions.

Pour ce qui est des cartes de lecteurs, des logos a été réaffirmé la nécessité si possible de travailler avec des professionnels, et de définir son capital d'image de l'établissement. (Marielle de Miribel)

Tom Wilde a présenté les différentes possibilités de récupération de fonds (contexte nord-américain !)

Présentation des expositions de la BNF, qui sont facteur d'élargissement du public d'une bibliothèque patrimoniale (présentation des chiffres, des enquêtes de public), outil d'affirmation d'une identité de l'établissement (pour la BNF par la valorisation des collections, le souci de transmission du savoir, le choix de l'encyclopédisme, la valorisation des personnels impliqués dans les expositions) et outil de communication pour l'image de la bibliothèque (présence dans les médias, collaboration avec d'autres établissements, image d'ouverture à un public plus large)

Les stratégies de **distribution** physique ont été détaillées : localisation, signalétique, site Web.

La localisation des bibliothèques fait partie de la stratégie marketing également. Christie Koons de l'Université de Floride, nous a présenté les possibilités d'analyse des implantations de bibliothèques, travail qui doit bien sur être fait en amont du choix d'implantation : analyse des distances à parcourir pour le lecteur, analyse des populations caractéristiques.

Une bonne signalétique est de toute évidence un élément indispensable de la stratégie marketing. Les grands principes nous en ont été rappelés : diriger, orienter, trouver, expliquer comment ça marche....



L'information à distance est donnée par le site Web, celui de la Bibliothèque nationale du Québec nous a été présenté. Ce site offre quelques particularités, numérisation de livres d'artistes, et les très populaires cartes postales.

Les questionnements à propos du paiement des services d'information a été soumis par Sheila Webber de l'Université de Sheffield. Pourquoi donner un prix, que recouvre-t-il ? Il est nécessaire d'examiner le contexte du point de vue de l'offre aux utilisateurs (incitation, exigence plus grande), du personnel, des coûts induits (gestion du paiement), de l'environnement.

Le **prix** fait partie intégrante de la démarche globale du marketing, c'est à dire du service aux usagers.

Enfin Réjean Savard a conclu par des éléments de méthodologie pour l'élaboration d'un **plan marketing**.

Eléments théoriques et concrets ont alterné durant ces trois jours très denses. La diversité des intervenants et participants, les différences de leurs cultures professionnelles ont permis à tous d'avoir une vision de la démarche marketing, et de sa progression dans le milieu des bibliothèques.

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PERSONALITIES' PORTRAITS
INVOLVED IN OUR SECTION



✓ **PETER HEGEDUS**
MEMBERS OF THE SECTION

(HUNGARY),

① I am currently the Deputy Director General of the National Széchényi Library, the national library of Hungary. Formerly I worked at the Central Library of the Budapest University of Economics as a bibliographer and in various managerial positions and I was the Director of the Joint Library of the International Monetary Fund and the World Bank in Washington D.C. for more than five years from 1990. I have a degree in economics and in librarianship: perhaps that's why I am interested in the ways and means of following the principles of marketing and management in libraries. I think that the library profession is facing enormous challenges due to the development of information society. In my view the profession has a lot to contribute to the formation of this new society. However this task cannot be fulfilled through relying only on the so-called traditional library science. We have to find new tools to accomplish our mission and that is where marketing and management

can help us, though in different ways.

I published several articles on library economics, marketing and management and for a couple of years I taught library management at the Eötvös Loránd University in Budapest as a guest lecturer. Being a manager I am using different techniques of management in practice in my everyday work. To tell you the truth it is not always easy since many librarians – at least in Hungary – think that they should not be used in such „sacred” places as libraries. I could tell quite a few anecdotes about this phenomenon : the most recent being a statement made by a responsible library director who told me that they were not „mature enough” for introducing quality management...

② One of my major responsibilities is to oversee the automation of the national library. We have recently introduced the AMICUS system /used also by the national libraries of Canada, Great Britain and Australia/

and right now we are trying “to spread the news” about the new services made possible by the system. We chose a strategy to target different segments of our users and patrons with different means ranging from press releases and round table discussions to seminars and scientific conferences.

I chair the Committee supervising the web page of the Hungarian national library – everybody is welcome to take a look at it /<http://www.oszk.hu/>.

I am the editor-in-chief of a Hungarian library quarterly “Library Observer” /”Könyvtári Figyelő”/ which task puts me in the position to be quite familiar with the Hungarian library literature and its authors.

Another quite exciting project is to coordinate the Hungarian participation in an EU programme, that is the ONE-2 /Opac Network in Europe –2/ which aims at creating a transparent network of major bibliographic resources using the Z 39.50 protocol. The challenges here are manifold for me: it is quite

unusual for us to see and follow the administrative regulations of the EU and more importantly it is very difficult to invite new partners from Hungary for the programme, especially museums. Nevertheless we are organizing a training seminar in Budapest to facilitate different user trials.

All in all I enjoy working in the national library - even though it is defined as a library all other libraries love to hate – to borrow Winston Tabb's ironic definition of national libraries...But I am working hard on changing that image with my colleagues.

⊙₃ This is a tough question for many reasons, which I do not think that I should elaborate too much here... I do not think that it is my duty to evaluate the successfulness of my projects. However I would like to mention here the challenge of being the Director of the Joint Library in Washington D.C.: it was an experience for a lifetime to work in a multicultural environment with its very special rules and regulations and with its unique mission. /Just to mention one circumstance: since the library is jointly operated by the IMF and the World Bank I had twice as many bosses as other similar level managers in these institutions to report to.../. It was a continuous learning process for me but the opportunity to work in such a marvelous library compensated for that in many ways. I am still very grateful to my former colleagues who helped me in performing my job there in many ways.

⊙₄ Like many other librarians I know I almost “drifted “ to the library field following the receipt of my first diploma at the University of Economics in Budapest. In my first job in a library I acquired a feel for the freer atmosphere there. /This was in the early seventies in Hungary where - as the saying went – the level of intellectual freedom and capacity within the libraries were conversely proportionate with the level of external dictatorship which was quite high at that time, even though Hungary was considered to be the happiest barrack in the socialist concentration camp.../. I enjoyed the self-reliance, the opportunity to be well informed and the good feeling to help others. After a couple of years I started to feel a need for formal library education part of which I could get at the Department of Library Science of Kent State University in Ohio. This has really sealed my destiny since I realized what libraries could do with the help of modern information technology. By now my main aim is to help to shape libraries – including my own - and the profession in my country to successfully face the challenges of the new global information era.

⊙₅ From the beginning of my career as a librarian I tried to be active in international professional organizations since I think that especially now our profession is facing global issues which can be solved only through international cooperation. For that international networking is essential. I started my international activities in the International Federation for

Information and Documentation /FID/ and in some other bodies like the International Committee for Social Science Information and Documentation /ICSSD/. I joined IFLA relatively late: my first IFLA conference was the recent one in Copenhagen. I think that IFLA is getting more and more dynamic in the implementation of its programmes and adapting its structure to the new requirements. I was happy to make my tiny contribution to this process in my capacity as the member of the Advisory Group on the future of Division 8.

As a member of the Standing Committee of the Management and Marketing Section I sincerely hope that I will be able not only to act as a catalyst for the Hungarian library profession in this area but to assist to continue the quite remarkable and vigorous activities carried out by the section, as well.

⊙₆ This seems to be the easiest question: the three important things in my life are my family /my wife and two sons/, music and travel. Sometimes they cause remarkable conflicts /let's say travel during weekends to economize on costs and being with my family more or trying to relax with a good CD when one of my sons is practicing the bass guitar/ but from time to time I manage to create a relatively good balance...

Budapest, 2001 January 24.
Péter Hegedus

✓ WANDA DOLE



MEMBERS OF THE SECTION PROFESSIONAL BOARD

① Who are you ?

I am the University Librarian at Washburn University in Topeka, Kansas, USA.

> **The role you play in your organization, tell us about yourself and your link with marketing and management in libraries.**

In addition to a degree in library and information science from the University of Illinois, I have studied management and marketing (and other business topics) at the University of Miami (Florida) School of Business and at Drexel University (Philadelphia, PA). I also spent four years work as the Northeast (U.S.) Regional Sales Representative for Blackwells. I am very interested in organizational behavior, performance measures, assessment, standards, ethics, and strategic planning

② What are your projects ?

I am currently leading my library through strategic planning and program review. We began with two full-day retreats facilitated by an outside consultant in May and June 2000. We have a draft plan and are beginning to assign a timeline to the action plans. We had a library consultant conduct focus groups with students and faculty and we are using the information from these groups to refine our plans and to prepare for an assessment of users' satisfaction with our services using a variation of

the SERVQUAL instrument. We will be part of the second year of a pilot project led by Texas A & M University and the Association of Research Libraries. For information on the project and SERVQUAL, see <http://www.arl.org/libqual/>

③ Which project(s) did you realise successfully ?

Most recently, I obtained special funding from the Vice President for Academic to hire the outside consultant to lead the Strategic Planning retreats and a facilitator to conduct the focus groups.

> **What were the challenges ?**

Washburn is a mid-sized university that is not especially wealthy. It is also somewhat inbred; many faculty members have not worked in other institutions and some even received their undergraduate degrees here. The University had not hired outside consultants in the past. I had to convince the administration that the outside consultants were necessary and that the cost was the "going rate".

> **And have the challenge(s) come down ?**

To some extent. The campus is now preparing to change administrative computing systems and has hired a consultant (who costs much more than my consultants, I'm sure!) to conduct intensive retreats on "change management". I think that I may have help to convince the

administration of the value of outside consultants.

④ What are your motivations in the library field ?

I am very interested in organizational behavior, management and performance measures. I like to solve problems in libraries. I also enjoy research, publication and presenting papers at conferences.

⑤ Why are you involved in IFLA ?

I wanted to become involved in IFLA since I first heard of the organization when I was in library school. I have been active in the American Library Association, especially in the Library Materials Price Index Committee (of the Association for Library Collections and Technical Services) and the statistics section of the Library Administration and Management Association. When I saw a call for nominations to the IFLA Section on Statistics, I thought that my background and interests would make me a good member of the Section. I also love to travel. I spent my junior year of college studying in Italy and a season on archaeological excavation in Sicily as a graduate student in classics. I have been eager to explore other countries ever since then.

⑥ Tell us 3 important things in your life.

It's difficult to limit my list to three. Certainly travel, opera, and cooking (or gardening) and, of course, reading.

SPRING MEETING IN VIENNA, 27-29 APRIL 2001

✓ PROVISIONAL PROGRAMME:

27 April 2001: working dinner

28 April 2001 morning: guided tour of the state hall of the Austrian National Library; marketing activities of the Austrian National Library, sightseeing tour of Vienna

afternoon : SC spring meeting

evening : cultural programme

29 April 2001: SC spring meeting (ctd.)

venue: Vienna University Library and Austrian National Library right in the heart of the city

contact: Maria Seissl, Vienna University Library, Dr. Karl Lueger Ring 1, A-1010 Wien,

e-mail: maria.seissl@univie.ac.at



PRELIMINARY PROGRAM

IFLA SATELLITE PRE-CONFERENCE
QUEBEC, CANADA, AUGUST 14-16 2001

« **Education and research for marketing and quality management in libraries** ».
« **La formation et la recherche sur le marketing et la gestion de la qualité en bibliothèque** ».



MONDAY AUGUST 13

Sightseeing excursion on the Saint-Lawrence River and whale watching. (optional)



TUESDAY AUGUST 14

Afternoon : Registration
Walking tour of Old Québec

Evening : Welcome reception at the National Assembly (to be confirmed)
(<http://www.assnat.qc.ca/eng/indexne3.html>)



WEDNESDAY AUGUST 15

9h-9h15 Opening of the conference

9h15 - 10h30 **Introduction papers**
Christiane Volant (France)
«Les dimensions managériales des activités documentaires: réflexions conceptuelles et pédagogiques»
Darlene Weingand (USA)
«Managing outside the box: marketing and quality management as key to library effectiveness»

11h-12h30 Session A **Report on the teaching of marketing in schools of LIS**
North America: France Bouthillier (Québec)
South America: Sueli Ferreira (Brazil)
United Kingdom and Europe: Sheila Webber (UK)

Session B **Education and tools for quality and marketing management in LIS**
Uma Kanjilal (India) et Linda Smith (USA)
«*Multimedia courseware on total quality management for continuing professional education*»

Christine Ollendorf (France)
«*Proposition d'un outil de diagnostic en bibliothèque académique*»
Aira Lepik (Estonia)
«*Education for marketing management: profitable opportunities for information professionals in Estonia*»

14h-15h30 Session A **Marketing and the public : education problems and case studies**
Christie Koontz (USA)
«*Results for a year long program to teach library and information professionals marketing research techniques*»
Claude Poissenot (France)
«*Programme pour l'étude des déterminants internes de la fréquentation des bibliothèques*»
Thierry Giappiconi (France)
«*Géomarketing des collections*»
Session B **Quality management : applications, case studies and research**
Nuria Balagué (Spain)
«*Implementing ISO 9000 standards in a university library. The quality system in Universitat Autònoma de Barcelona Library Service*»
Waldomiro Vergueiro and Telma de Carvalho (Brazil)
«*Quality indicators and marketing: the convergence between the providers and the customers point of view in Brazilian university libraries*»
Jalel Rouissi (France)
«*L'évaluation des réseaux de bibliothèques par les outils de la démarche qualité: le cas du réseau des pôles associés à la Bibliothèque nationale de France*»

16h-17h30 Session A **Marketing and new products**
Linda Ashcroft (UK)
«*The marketing and management of electronic journals in academic libraries: a need for change*»
Sebastian Song Siak Shing (Singapore)
«*Public libraries in Cyberspace*»
Other speaker to be confirmed

Session B **Marketing approach : applications and case studies**
Jane Schmidt (Australia)
«*Market research strategies at the University of Queensland Library*»
Janice Lua et Lim Kim Char (Singapore)
«*Marketing and quality management – The Singapore National Library Board's experience*»
Lamia Badra (France-Tunisia)
«*Assessing marketing management process for optimal exchange of values between the library and its stakeholders: the French approach. Methodology and issues*»

Evening: Banquet



9h – 10h30

THURSDAY AUGUST 16

Diversity of barriers to marketing in LIS

Marielle de Miribel (France)
«*Bibliothèques et marketing: une valse à 3 temps: répulsion, attirance, adaptation*»
Daniel Ruheni (Kenya)
«*Marketing to libraries and information centres in rural areas of developing countries: the African scenario*»
John Buschman et Dorothy Warner (USA)

«A slip between the Cup and the Lip: Practical and intellectual problems of marketing U.S. academic libraries»

- 11h-12h30 **Modelisation and theory in marketing**
Diane Mittermeyer (Québec)
«Repositioning the library with two lines of information services for a target market: the virtual customers»
Judith Broady-Preston and Emma Barnes (UK)
«*Creating and sustaining competitive advantage in libraries: Wales, a case study*»
Olivier Badot (France)
«*La «valeur-consommateur» de Chapters à l'épreuve de la typologie de Holbrook*»
- 14h-15h30 **Discussion in small groups : what to do now to improve teaching and research in the management of marketing and quality in LIS ?**
- 16h-17h **Wrap up and conclusion**
- Evening **Closing of the pre-conference: social and cultural event**



FRIDAY AUGUST 17

Sightseeing and professional tour to Montreal (optional) and departure for Boston.

For more information about the Québec City area: <http://www.quebecregion.com/>

Information for accomodation will be announced soon.

Any questions: Réjean Savard rejean.savard@umontreal.ca